

DIARY NOTES

Acting Executive Director-Comptroller

19 October 1971

Young Officer Productivity

Gordon Stewart and I met with the Director to discuss the problems of personnel productivity, at which time he explained again his concern (see yesterday's Diary Notes). I briefed the Director on the fact that a considerable number of surveys of this general problem, employee attitudes, etc., have been made over the past several years and showed him these reports to refresh his memory. I said in conclusion that we do have a problem, although it is by no means clear whether it is any larger or smaller than that of any other Government agency, nor that we ever could eliminate it entirely. As a second question I said that we might consider what we have done and are doing about the problem. I recounted various steps which have been taken to improve our communication with personnel, give them a better sense of participation, etc., but stated that these have never been drawn together in any very clear fashion. Mr. Stewart commented that the nature of the Agency itself presents somewhat of a continuing problem in this regard because of its requirement for a large variety of complex activities, a number of which involve a high degree of routine. He pointed out that, in general, he thinks our middle-management leadership has improved over what it was in the past and that favorable developments are taking place. The Director accepted the above reports with interest and agreed that, in great part, personal leadership at the middle levels determines employee attitudes. At the same time, he said that he would like a single senior officer to take responsibility for this general subject and to draw together the various threads of it on a regular basis. I suggested that this chore is probably one which should fall in the lap of the Executive Director, although he could use some assistance. After some discussion the Director agreed that I should give some attention to this on a regular basis in the future, which I will do.

Senator Fulbright Letter

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The Director gathered together Mr. Houston, Mr. Maury, Mr. Carver, [redacted], and me for a discussion on what we should do about Senator Fulbright's request for the NIEs on Indochina for the past several years. [redacted] reported that his review of the

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transcripts of testimony before the Senate Foreign Relations Committee during these years revealed that very little substance on Indochina was reported prior to 1968. This would make it somewhat inappropriate to suggest that the Committee depend upon these transcripts. After some discussion of the pros and cons and various considerations, the Director asked that Mr. Maury prepare for his signature a letter to Senator Fulbright explaining that he has asked Mr. Maury to get in touch with the Committee staff to discuss what the Agency might be able to provide. Maury will orally suggest a review of the transcripts, and this will avoid the necessity for a written negative response from the Director. The matter will undoubtedly be subject to future negotiation, but the Director will not be in the position of a direct confrontation or discussion on this matter for the near future.

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